

Office of Public Information Performance Plan, Updated 2/16/2012

## Office of Public Information FY2012

Contribution to Montgomery Results  
A Responsive, Accountable County Government

### Office of Public Information At-A-Glance

What the Office of Public Information Does and for Whom	How Much
Overall Departmental Function: Provide timely, accurate and effective communication with the public through the use of mass and social media, Internet, cable television, and the MC311 Call Center..	Total: \$4,719,510 Total: 41.7 WYs
Major Function #1: Web Content and Graphic Management Provide creative and technical support to public relations and cable programming in developing materials for press events and publications. Develop and oversee the County's graphic identify program to ensure consistency in the County's printed communication for the public. Manage the growth and activity on the County's website. Produce artwork and design services for publications, fliers, decals, exhibits, charts, mamps and other promotional and educational products.	\$ 96,660 WYs: 1
Major Function #2: Public Relations Educate and inform residents about County programs and services through press releases, media advisories, news and public events, the County website, email and online newsletters, YouTube, Facebook and Twitter. Work directly with media organizations to ensure that reporters and editors have accurate and timely information about county issues, programs and services. Develop promotional campaigns to increase awareness of critical issues.	\$792,130 WYs: 5.4
Major Function #3: MC311 Customer Service Center Provide the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track and respond to resident requests for services and information.	\$3,830,720 WYs: 35.3

## Performance

### Headline Performance Measure#1: Internal County staff satisfaction with PIO services

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
3.23	3.16	3.19	3.23	3.23

#### Story Behind the Performance

##### Contributing Factors:

Staff of highly skilled and committed public servants who work well together and are willing to do whatever it takes to get the job done. A “beat” system enables staff to focus on departments and issues so that they develop expertise and are efficient in their work.

##### Restricting Factors:

Limited resources, an ever-increasing workload, competing priorities, and frequent deadlines.

##### What we propose to do to improve performance:

Motivate staff to be as efficient and effective as possible.

### Headline Performance Measure#2: Total utilization of direct resident communication systems – web, YouTube, Facebook, Twitter, MC311 (million)

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
N/A	1.15	1.21	1.76	1.80

#### Story Behind the Performance

##### Contributing Factors:

New technology and communication options enable the office to take key messages directly to residents immediately.

##### Restricting Factors:

Limited resources, an ever-increasing workload, competing priorities, and frequent deadlines.

##### What we propose to do to improve performance:

Leverage the technology and applications to the maximum level, and provide information that is useful to residents. The office is currently sharing the time of a DFRS employee who has extensive expertise in social media and is spending 20 percent of his time each week on leveraging the direct communication of PIO information and issues to reach the maximum number of residents.

### Headline performance Measure #3: Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
95	95	85	80	80

## Story Behind the Performance

### Contributing Factors:

An open and responsive government, where staff work hard to gather responsive documents and are mindful of the 30-day deadline provided by the Maryland Public Information Act. w

### Restricting Factors:

An ever-increasing number of MPIO requests from news organizations that seek large amounts of information in the hope that there will be a story in there somewhere – in other words, they are on “fishing” expeditions for news stories.

### What we propose to do to improve performance:

Continue to encourage reporters and editors to be clear about what information they are seeking so that MPIO requests are more efficient and can be completed in a timely manner.

### **Headline Performance Measure #4:** Number of press conferences (attendance)

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
160	164	157	160	160

## Story Behind the Performance

### Contributing Factors:

New programs and services, controversial issues and announcements by the County Executive regarding newsworthy issues contribute to attendance at press events.

### Restricting Factors:

Competing news events, locations and times that are inconvenient for press, lack of visuals for television, etc.

### What we propose to do to improve performance:

Schedule press events only for the most newsworthy and visual events, make every effort to avoid dates and times when other events are occurring, and continue to find locations and times that are convenient to press.

### **Headlines Performance Measure #5:** Total attendance at press conferences and events

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
1420	1697	1695	1700	1700

## Story Behind the Performance

### Contributing Factors:

Interesting, newsworthy events at convenient times and locations attract more participants.

### Restricting Factors:

Poor timing, competing events, difficult to reach locations, and bad weather all restrict attendance.

### What we propose to do to improve performance:

Schedule newsworthy events and notify press in a timely manner, pitching the visual opportunities that the event will offer.

**Headlines Performance Measure #6** Number of press requests under the MPIA

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
20	29	78	80	80

**Story Behind the Performance**Contributing Factors:

The poor economy has resulted in layoffs at news organizations, which means there are fewer reporters to report on the news. Filing MPIA requests has become a way for these news organizations to gather information and find story ideas without expending their own resources.

Restricting Factors:

MPIA requests are becoming more complex, more expansive and more difficult to respond to, and limited resources at the County level has resulted in longer response times.

What we propose to do to improve performance:

Dedicated staff would be a more efficient way of addressing press and non-press MPIAs, particularly if it included a centralized tracking system to ensure that responses occurred in a timely manner.

**Headlines Performance Measure #7** Average rate of calls that come into the switch, but are not answered by a CSR is equal to or less than 5%

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
NA	NA	2.36%	5%	5%

**Story Behind the Performance**Contributing Factors:

- Identifying in advance special events that may result in spikes in call volume (tax bills mailed) to plan for and assure minimum staffing levels.
- Low absenteeism
- Careful monitoring and supervision of Customer Service Representatives to assure high availability
- Wait times of 20 seconds or less

Restricting Factors:

- Unexpected special events and public emergencies that result in spikes in call volume and increased wait times
- Customers receive information they need while listening to the Welcome announcement (911, check on status of an existing Service Request, situation specific information such as snow plow progress) and hang up before reaching a Customer Service Representative
- System issues that disrupt ability to take calls and utilize CRM system

What we propose to do to improve performance:

- Work closely with Departments to identify in advance events that may cause spikes in call volume
- Continue to manage absenteeism through incentives and progressive disciplinary actions
- Improve telecommunications and system infrastructure and support to minimize phone and system disruptions

**Headlines Performance Measure #8** Average amount of time it takes to reach a CSR after the Welcome announcement is 20 seconds or less (seconds).

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
NA	NA	16	20	20

**Story Behind the Performance**

Contributing Factors:

- Low absenteeism
- Careful monitoring and supervision of Customer Service Representatives to assure high availability
- Identifying in advance special events that may result in spikes in call volume (tax bills mailed) to plan for and assure minimum staffing levels.

Restricting Factors:

- Unexpected special events and public emergencies that result in spikes in call volume and increased wait times
- Customers receive information they need while listening to the Welcome announcement (911, check on status of an existing Service Request, situation specific information such as snow plow progress) and hang up before reaching a Customer Service Representative
- System issues that disrupt ability to take calls and utilize CRM system

What we propose to do to improve performance:

- Work closely with Departments to identify in advance events that may cause spikes in call volume
- Continue to manage absenteeism through incentives and progressive disciplinary actions
- Improve telecommunications and system infrastructure and support to minimize phone and system disruptions.

**Headlines Performance Measure #9** Customer satisfaction rating of 85% or higher.

Actual FY09	Actual FY10	Actual FY11	Target FY12	Target FY13
NA	NA	78%	85%	85%

**Story Behind the Performance**

Contributing Factors:

- Professionalism and skill of Customer Service Representatives
- Ability to provide first call resolution
- Customer understanding of 311 role in service fulfillment

Restricting Factors:

- Customer attributing dissatisfaction with department service fulfillment to 311
- Emailed surveys reach only a portion of customers who contact 311
- Sample is not random or scientific

What we propose to do to improve performance:

- Continue to improve performance through monitoring, training and coaching
- Identify best practice in surveying customer satisfaction and adopt improved tools
- Educate customers on the role of 311

**Appendix A: Budget**

A centralized office to handle all County Maryland Public Information Act requests would be more efficient and effective than the current system, where departments each handle their own requests and the Office of Public Information handles all press requests. A centralized tracking system would be helpful. The budget would be salary and benefits costs for an attorney, a paralegal and an administrative aide. The operational costs could be supported or offset by charges to the requestors for all costs beyond two hours of time as set forth in the Maryland Public Information Act.

## Appendix B: **Implementation**

Paperless Airplane:

July 2011

August 2011

September 2011

October 2011

November 2011

December 2011

January 2012

February 2012

March 2012

April 2012

May 2012

June 2012

## Appendix C: **Data Development Agenda**

Accuracy of press coverage on key issues. This has been a difficult measure to track without expending significant resources. The office is still trying to find ways to develop data for this measure that will require little or no resources.

### ADDENDUM: Overarching Goals for Responsive and Sustainable Leadership

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments:

#### 1) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well. In progress.

#### 2) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements. In progress.

#### 3) Innovations:

Department actively seeks out innovative new technology and processes to improve performance and productivity. In progress.

#### 4) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources. In progress.

#### 5) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance. In progress

6) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets.

- Department reviews and implements Internal Audit recommendations in a systematic and timely manner: In progress.
- Department reviews and assesses the applicability of Internal Audit report findings to all other departmental programs/activities and implements solutions where risks are found: In progress.
- Department proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation. In progress.

7) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- Public Information employees print drafts and notes on the back of used paper to reduce paper use.
- Office paper and other recyclables are recycled as appropriate.

8) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

- 1.67 % of the Office of Public Information's 60 full-time employees have currently fulfilled all mandatory County/State/Federal training requirements, although the majority are already signed up to complete the classes in the near future. In progress.